

September 28, 2012

To: Executive Board

Subject: Foothill Transit Workforce Development Efforts

Recommendation

Receive and file a report on Foothill Transit's Workforce Development Efforts.

Analysis

Despite the fact that Foothill Transit has no direct employees, the development of human capital is vitally important to the organization. As a provider of public transit, people are our business so we have a natural role to play when it comes to cultivating talent. Transit agencies across the nation are facing an aging workforce and wonder how they identify, develop and retain qualified staff.

As such, the Foothill Transit administrative team has implemented a strategic Workforce Development program to proactively position the agency and its people for success now and into the future. This program includes the development and leveraging of the talents of both new and existing team members to ensure that they are positioned to excel at the next level during the succession process.

Successful workforce development programs typically have a strong network of ties in the community. Foothill Transit has regularly delved deeply into our local communities to seek out the brightest professionals to join our team. Applicant pools have derived from many nearby colleges including Mount San Antonio College, Citrus College, Rio Hondo College, University of Southern California, and Cal Poly Pomona.

The approach that has been taken by Foothill Transit in coordination with Veolia Transportation is to provide a wide range of training and development programs to team members, allowing those team members to guide their own development programs. Those team members who most assertively participate in training programs generally are best prepared to compete when promotional opportunities arise. Individuals selected for promotion are done so based on a determination that they are the best candidates for the position and not based on any predetermined designation.

As part of its direct efforts, Foothill Transit sponsors the following activities:

- ENO Mid Managers Development Program
- Leadership APTA
- ENO Senior Leadership Development Program
- Participation in industry conference and workshops, such as APTA and CTA

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Veolia Transportation also makes significant investments in developing team members. At the heart of Veolia's efforts is the tuition reimbursement program which provides \$5,250 per year in tuition reimbursement to all full-time staff members assigned to the Foothill Transit contract. In the past five years, eleven staff members have participated in this program.

Through its in-house resources, all managers have participated in "Managing within the Law" as well as basic transportation management skills development. In addition, Veolia Transportation covers all expenses for all of its Foothill Transit team members to participate in the Dale Carnegie Communications and Human Relations program. Further, Veolia has sponsored staff members' participation in the following programs:

- Dale Carnegie's Leadership Training for Managers
- Caltrans Transit and Paratransit Manager Certificate Program
- Management Action Program (MAP) management training
- Specific skills-based training program (e.g. computer training, critical thinking, writing skills, etc.)

Another aspect of Foothill Transit's workforce development program is to provide opportunities for team members to participate in leadership positions in our industry. This has included serving on various committees and task forces, often in leadership roles. This allows the team member to develop both their technical skills and their leadership skills. Further, it ensures that Foothill Transit has the latest thinking in terms of industry advancements.

At the local level, team members are encouraged to participate in community related leadership roles. This includes serving on the board of directors for chambers of commerce and community non-profit organizations. This has the dual purpose of giving back to the community and developing these individuals' leadership skills.

While is it unlikely that a team member would participate in each and every development activity, there are a wide range of choices that are available. Team members can match their own interests, needs and enthusiasm to the various opportunities that exist. Those that best prepare themselves stand best ready to move into more advanced positions when they become available.

Foothill Transit's program has increased the availability of experienced and capable employees who are prepared to assume new roles as they become available internally and out in the communities we serve. Several employees whose talent and skills have been nurtured here have recently been promoted to key leadership positions as evidenced in Foothill Transit's Organizational Chart (Attachment A).



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Budget Impact

Funding for any related training is included in the approved FY 2013 budget.

Sincerely,

Denise Guerra

Human Resources Manager

Doran J. Barnes Executive Director

(As of 9.20.2012) Foothill Transit

Joint Powers Authority

Executive Board

Executive Director (Doran J. Barnes)

Deputy Executive Director (Kevin McDonald)

Director of Marketing and Communications (Felicia Friesema)

Director of Government Relations (David Reyno)

Director of Customer Service and Operations

Maintenance and Vehicle Technology

Director of

(Lauren Festner)

(Donald Luey – Interim)

(Rashidi Barnes) Director of Procurement

Director of IT

(LaShawn Gillespie)

(Peter Greenberg - GM) Arcadia Contractor

Director of Safety and Security

Director of Finance

(Richard Hasenohrl)

(Jaime Becerra)

Pomona Contractor (Jim Marshall - GM)

> Director of Planning (Joseph Raquel)

Director of Facilities (Roland Cordero)

Administration (As of 9.20.2012)

Executive Director (Doran J. Barnes)

> Deputy Executive Director (Kevin McDonald)

Administrative Services Manager (Christina Lopez)

Director of Government Relations (David Reyno)

Human Resources Manager/Executive Assistant (Denise Guerra)

Administrative Assistant (Sabrina Hall)

Receptionist (Pat vanGaalen)

Customer Service and Operations (As of 9.20.2012)

Director of Customer Service and Operations LaShawn Gillespie

> Operations Manager (Vicky Vargas)

Transit Stores Operations Manager (Araceli Lopez)

Quality Assurance Inspectors (3) (Peggy Sears, Trina Padilla, Hector Ortega)

Transit Stores

Operations Administrative Assistant (Vacant)

LaShawn Gillespie was formerly Director of Planning.

(As of 9.20.2012) Transit Stores

(LaShawn Gillespie) Director of Customer Service and Operations

Transit Stores Operations (Araceli Lopez) Claremont Transit Store (Rebecca Cruz) El Monte Transit Store (Isabel Soltero) West Covina Transit (Elibet Gonzalez) Store Manager Pomona Transit Store Manager (Maria Ortega)

(Oscar Flores, Valarie Trujillo, Mark Pedroza) Part-time CSR (2) Full-time CSR (3) Puente Hills Transit Store (Maria Hernandez) Part-time CSR (1) Full-time CSR (1) (Asia Gutierrez) (Natalia Villegas, Cristina Garcia) Part-time CSR (2) Full-time CSR (2) Part-time CSR (1) Full-time CSR (1) (Hector Medina) (Celeste Cornejo) Part-time CSR (1) Full-time CSR (1)

LaShawn Gillespie was formerly Director of Planning.

(Valentin Mendoza, Vincent Perez)

(Lisa Arellano)

(Valerie Pineda, Joe

(Andrea Nieto)

(Cruz Aguilar)

Rodriguez)

Marketing and Communications (As of 9.20.2012)

Director of Marketing and Communications (Felicia Friesema)

Manager of Community Engagement (Linda Apodaca)

Marketing and Communications Coordinator (Hendy Satyaputra)

Marketing Administrative

Assistant (Deanna Forrest)

New Media and Customer Relations Coordinator (Vacant)

Felicia Friesema was formerly Marketing and Communications Manager.
Linda Apodaca was formerly Community
Outreach Coordinator.
Hendy Satyaputra was formerly New Media and Customer Relations Coordinator.

Finance (As of 9.20.2012)

Director of Finance (Richard Hasenohrl)

Fare Technology Specialist (Vacant)

Finance Manager (Gil Victorio) Senior Accountant (Terry Wang)

Revenue Specialist (John Xie)

Accounting Clerk (Alene Stevens)

Staff Accountant (Frank Kuo) Project Accountant (Ruben Cervantes)

Planning (As of 9.20.2012)

Director of Planning (Joseph Raquel)

> Transit Planner (2) (Henry Lopez, Britt Card)

Transit Planning Manager (Austin Lee)

Joe Raquel was formerly Director of IT. LaShawn Gillespie was formerly Director of Planning.

Procurement (As of 9.20.2012)

Director of Procurement (Rashidi Barnes)

Procurement Manager (Soraya Carter)

Procurement Administrative Assistant (0.5)

(Cindy Baldwin)
Soraya Carter was for

Soraya Carter was formerly the Admin Administrative Assistant

Maintenance and Vehicle Technology (As of 9.20.2012)

Director of Maintenance and Vehicle Technology

(Lauren Festner)

Mechanical Service Quality Inspector (Carl Berringer)

Maintenance and Vehicle Technology Manager

TI Nass)

Lauren Festner was formerly the Department Manager.
TJ Nass was formerly the Fare Technology Specialist.

Information Technology (As of 9.20.2012)

Director of Information Technology (Donald Luey-Interim)

Transit Technology Manager (David Suarez)

Information Technology Manager (Vacant)

Help Desk Administrator (Paul Diaz) Operations IT Applications Specialist (Jon House)

Joe Raquel was formerly Director

Donald Luey was formerly IT Manager

Facilities (As of 9.20.2012)

Director of Facilities (Roland Cordero)

Facilities Administrative Assistant (0.5) (Cindy Baldwin)

Project Manager – Construction (Sharlane Bailey)

Facilities Manager (Aaron Lim) Facilities Supervisor (Mike Perez) Facilities Technician (3) (Luis Renderos, Gerry Ceballos, Richard Inclan)

Safety and Security (As of 9.20.2012)

Director of Safety and Security

(Jaime Becerra)

Safety and Security Program Manager (Viviana Romo)

Transit Safety and Security Officers (2) (Audrey Gill, Miguel Rodriguez)

Viviana Romo was formerly Operations Administrative Assistant